

# RISK LOG

PROJECT NAME:	Bristol Arena and Arena Island	325
PROJECT MANAGER:	Stuart Woods	16/08/2018

**Category** - O/M Organisational Management BCC; 'E/F' Economic/Financial'; 'EWN Early Warning Notice; 'L' Legal/Regulatory; 'P' Political; 'S/C' Strategic/Commercial; 'T/O' Technical/Operational

<b>Likelihood ratings:</b> 5 = Very High 4 = High 3 = Medium 2 = Low 1 = Very low	<b>Impact ratings:</b> 5 = Very High (the cost impact is >£10m and/or the time impact is > 1 year) 4 = High (the cost impact is >£5m and/or the time impact is >6 months but < 1 year) 3 = Medium (the cost impact is >£2m and/or the time impact is >3 months but <6 months) 2 = Low (the cost impact is >£1m and/or the time impact is >1 month but <3 months) 1 = Very low (the cost impact is <£1m and/or the time impact is <1 month)
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## Priority Scores:

Red (15 - 25) : Critical risk where immediate intervention or action is required and risk will be escalated to SRO;

Orange (8 - 12) : Urgent risk where action by the Project Director is required;

Yellow (4 - 6) : Significant risk that requires robust management by the project team;

Green (1 - 3) : Serious risk that needs monthly monitoring by the project team as a minimum.

ID	Type	Category	Description	Likelihood	Impact	Priority	Date identified	Countermeasure or response	Likelihood	Impact	Priority	Owner / Actioner	Date of last update	Status
306	Risk	S/C	The council does not fund the project and an alternative scheme for Temple Island is approved by Cabinet instead of the Arena.	5	5	25	30/01/2018	Ensure that The Temple Island Project presented to Cabinet is robust with all outstanding areas of concern addressed. Seek to achieve best commercial positions with operator and contractor.	3	5	15	Project Director	14/08/18	Open
279	Risk	S/C	Cost implications of programme delay due to extended BCC decision making periods.	5	5	25	08/03/17	Continue to escalate the consequence of delay via the internal governance route (Project Board / Corporate Leadership Board meetings). Ensure we present comprehensive reports to the Board to detail and update on the project status.	3	4	12	Project Director	17/07/18	Open
313	Risk	S/C	Planning Permission-detailed planning permission expires in April 2019. A fresh planning application would be required if the relevant pre-commencement conditions are not discharged and a material start on site achieved prior to this date.	4	4	16	01/05/18	Escalate risk to Project Board (August 2018). Engage with contractor to discharge pre-commencement conditions post cabinet meeting on 4.09.18	3	4	12	Project Director	03/08/18	Open

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285	Risk	E/F	Risk that the Buckingham led VE does not achieve sufficient cost reduction to meet the budget position agreed at September cabinet (if the project is approved)	3	5	15	03/05/17	Ensure the VE design is suitably developed to enable Operator to accept and 'sign off' without caveat prior to target setting and BCC/Operator requirements are 'back to back' with Buckingham scope. Delegate cost decision making to BCC Project Director with full Project Board confidence and availability to resolve any internal BCC cost / design challenges. Widen the scope of cost reduction items if it looks like targets will not be met.	2	5	10	Project Director	17/07/18	Open
312	Risk	S/C	Strategic decision for a new car park other than the one proposed at 1-9 Bath Road - Reputational and Planning risk. If the Arena proceeds, the current proposal is to construct a 500 space car park within an appropriate distance from the Arena. There will be stakeholder issues to work through in connection with any proposals. In addition we will need to examine our planning and car parking policies to assess the impact of this proposal.	4	3	12	25/04/2018	Project Director wrote to SRO about stakeholder engagement issue.  Stakeholder engagement to be instigated following a Cabinet decision. Cabinet paper to contain suitable wording to describe the project including capital funding.	3	3	9	Project Director	17/07/18	Open
276	Risk	S/C	There is a risk that we will incur additional costs (in the form of financial penalties from the Operator) if we cannot provide the 200 temporary parking spaces on an acceptable site such as 1-9 Bath Road.	4	3	12	22/02/17	CH2M have completed their car parking strategy and 1-9 Bath Road is proposed in the Cabinet paper to be funded as the car parking site. If 1-9 Bath Road is not approved, alternative sites/options will be assessed.	3	3	9	Project Director	17/07/18	Open

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289	Risk	S/C	Risk that the project to deliver the district heating pipe network and boiler house (energy centre) fails; either by not meeting the programme or the spec. (which includes commissioning and achieving required output performance).	4	3	12	12/05/17	Ensure close coordination between respective BCC project management teams. Highlight specific risks and issues early to enable mitigation measures. Ensure Arena contractor remains responsible for DH works delivery on Arena Island. Ensure DH Design, Construction and Operational contracts are aligned with the service requirement of the Arena and UoB projects. Ensure coordination with UoB project teams. Ensure DH Team supported by sufficient specialist technical and commercial personnel. Review DH progress in other areas of city to identify risks and challenges. Maintain awareness at Project Board / Service Director level. BGCL have proposed including gas fired boilers as a back-up system to any district heating connection.	3	3	9	Project Director	17/07/18	Open
325	Risk	E/F	Design not fully developed prior to entering contract and/or poorly defined requirements in works information results in quality expectations not being met, disputes with Operator and contractor resulting in compensation event costs.	3	4	12	11/06/18	Agree clear scope and deliverables for BGCL design team prior to recommencement of PCSA. Early discussion and agreement on prioritisation of design deliverables and BCC, Operator and Technical Advisor input. Close monitoring of design outputs throughout extended PCSA. Delivery and sign off of design and works information outputs as costed activities on PCSA Activity Schedule. Design and Works Information sign off by Technical Advisor and Operator prior to entering Building Contract as part of updated Design Process Brief within Operator Agreement for Lease.	3	3	9	BGCL	25/07/18	Open
303	Risk	E/F	<div></div> <div></div> <div></div> <div></div>	3	4	12	06/11/2017	<div></div> <div></div> <div></div>	2	4	8	Project Director	17/07/18	Open

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299	Risk	S/C	Risk of extended period of negotiation with the Operator to secure sign off of the VE'd scheme.	3	4	12	17/08/2017	Early involvement of the Operator within PCSA process has begun. Ensure BGCL VE proposals are adequately developed with sufficient information to allow Operator approval. Following review workshops with the Operator, BCC are not aware of any 'show-stoppers' and this position is presented in the Cabinet paper for decision. BCC / AIL to agree updated design process brief to align Gateways to production of Works Information.	2	4	8	Project Director	17/07/18	Open
264	Risk	S/C	Failure to secure optimum material exchange between Cattle Market Road demolition and Arena Construction would reduce potential savings. - Disposal of Arena excavation arisings into CMR site. - Re-use of CMR crushed concrete demolition arisings on the Arena site.	4	3	12	06/12/16	The commencement of CMR demolition works have been delayed. Following the Cabinet decision, further discussions will take place with the CMR project to identify the remaining opportunities for material exchange. Discussions with BGCL have agreed that any change to assumptions can be managed within the existing target cost through review of onsite material re-use and revision of the cut&fill strategy.	4	2	8	Project Director	03/08/18	Open
295	Risk	E/F	Risk that the BGCL proposed changes to the design team, which the Project Team have accepted in principle, are not on a like for like basis, and change the protections currently afforded to BCC and the Operator.	3	4	12	19/07/2017	Closely scrutinise, challenge and review the BGCL proposals to ensure BCC receives an equivalent or better offer and the BGCL team are technically competent. A further layer of QA oversight will be provided by the Mott MacDonald Tech Advisor who will review all proposals by BGCL on behalf of BCC.	2	3	6	Project Director	17/07/18	Open

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67	Risk	O/M	<p>The Agreement for Lease "AfL" includes a Liquidated Damages "LAD's" sum to be paid to the Operator by BCC should Practical Completion (Completion) not occur by the date notified to the Operator by BCC six months prior. Under the AfL BCC are also liable for un capped third party claims for loss of income from Artists (or similar) booked to perform at the Arena should they be forced to cancel due to Practical Completion (Completion) not being achieved by the agreed date.</p> <p>67a - Risk that the council is unable to pass third party liabilities from the operator contract on to the building contractor. Risk is not quantifiable and thus is expensive/impossible to pass on to the building contractor.</p>	4	3	12	<p>Risk 67 27/03/2014 Risk 67a 18/08/15</p>	<p>BCC will review the Contractor programme and notify the Operator of the Final Target Date only when BCC are confident this date is realistic and that risk of delay due to BCC instructed change is sufficiently low.</p> <p>Should the Contractor fail to achieve completion by the completion date then the NEC ECC provides for LADs to be paid to BCC, which in turn can then be paid to the Operator. The Final Target Date and completion date may be different.</p> <p>Following a Cabinet decision to proceed, Project Director will instruct Willis to review DSU Insurance Options. (Delay in Start Up insurance).</p>	2	3	6	Project Director	17/07/18	Open
255	Risk	L	Risk of Procurement challenge if we allow any material changes in the ECC Building Contract.	3	4	12	16/09/16	No material changes will be allowed, so risk of procurement challenge is removed. However, should BCC fail to maintain this position, this mitigation would be compromised. BCC Legal will be administering the contract engrossment. There is a record of agreements made between BCC / BGCL on the contract conditions.	1	4	4	Project Director	17/07/18	Open
309	Risk	P	Project is further delayed by Cabinet calling in the decision (up to 2 months).	5	2	10	05/03/2018	<p>Ensure cabinet paper is robust and well written to minimise risk of call in.</p> <p>Should the paper be called in (depending on the decision), the remobilisation activities should run concurrently with this process so as to minimise the impact and allow recommencement immediately after the call-in is concluded.</p>	5	2	10	Project Director / SRO	17/07/18	Open

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316	Risk	O/M	Remobilisation of the PCSA - we have set aside time in the programme for this (assuming a positive outcome at Cabinet), but the risk is that there could be unrealistic expectations over how long this will take, and these will need to be managed.	5	2	10	22/05/18	A Resourcing strategy including interim Project Management measures for the Project Team has been produced and agreed at Project Board. So as to reduce potentially abortive spend, this has not been taken forward until there is a decision on the project. Implementing this strategy will take time, therefore sufficient time should be set aside for the recruitment / procurement of personnel. Pre-Cabinet work with BGCL has been undertaken to agree the upfront requirements relating to resumption of the PCSA.	3	2	6	Project Director	17/07/18	Open
318	Risk	S/C	There is a risk that the strategic direction to include an additional 500 space car park will lead to a challenge of our Environmental Statement (Transport assessment element) relating to the Arena submitted as part of the Planning Application.	3	3	9	24/05/18	The proposal will require its own transport assessment as part of any future planning application which would take into account uses for Arena car parking and therefore it could be demonstrated that these changes would be taken into account as part of a separate planning process. Planning confirmed this approach 060618. Transport Development team to be contacted for their views (post Cabinet decision).	3	3	9	Project Director	18/07/18	Open
307	Risk	E/F	Transport costs (£4.15m) - revenue and capital costs are only high level and have not been updated for some time. Transport colleagues need to be responsible for any cost overruns to these projects. At present there are costs of £4.15m and a budget shortfall on Transport which is part of the overall funding shortfall on the arena.	3	3	9	05/02/2018	Project Director e-mailed SRO/Service Director (Transport) about this on 5.2.18. These costs will be revisited and revised if the decision is taken to go ahead with the project.	3	3	9	SRO	18/07/18	Open
206	Risk	E/F	Network Rail - there is a risk that the Network Rail FAPA process, if not adequately resourced by NR and adequately complied with by BCC, may adversely influence the Arena design and construction programme.	3	3	9	13/08/15	Active management of the FAPA process by both BCC and BGCL, including regular liaison with key NR managers. Ensure close adherence to NR FAPA processes. Ensure information submitted to NR is comprehensive and of sufficient quality. Ensure sufficient time allowances within Arena programme for FAPA processes and requirements. BGCL have allowed a risk contingency sum associated with this item.	2	3	6	Project Director	18/07/18	Open

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310	Risk	T/O	Overbridge Agreement - A4 Southern Access. The risk is that the process of securing the Overbridge Agreement from Network Rail delays the programme.	3	3	9	15/03/2018	There has been significant engagement with Network Rail over the last two years which has secured 'in principle' support for acceptability of the proposal. The application for Clearance was submitted in April 2018 and is currently going through the internal Network Rail process. This is due to conclude August 2018 - BCC has entered an identical Overbridge Agreement with Network Rail for the AVTM (Metrobus project) and use of this agreed form should allow quick engrossment of this agreement on completion of Clearance.	2	3	6	Senior Project Manager	18/07/18	Open
311	Risk	E/F	There is a risk we are delayed in signing the Building Contract due to protracted commercial negotiations.	3	3	9	14/03/2018	The latest agreed positions with the contractor have been recorded and set out and there are no significant commercial issues. Take forward these positions using BCC legal team and Project Director, maintain position of no material change to contractual position. Ensure works information is sufficiently developed to allow the contract to be signed, and that any changes to the design team represent a like for like replacement in protection of the Council's position.	2	3	6	Project Director	18/07/18	Open
300	Risk	E/F	Risk of building contract price increases due to retendered work packages being affected by factors such as inflation, regional market conditions and Brexit. Prior to entering the building contract this could counteract savings achieved through VE; post contract this could push actual costs above the target cost resulting in 'pain share' costs to BCC.	3	3	9	17/08/2017	Work with BGCL and Commercial advisors to agree a work package retendering strategy that builds on market confidence following any cabinet approval of the project. Over £3m of contingency allowances are included within the BGCL Risk register related to potential cost increases to work packages.	2	2	4	Project Director	03/08/18	Open
287	Risk	E/F	There is a risk that the FF & E budget is insufficient to deliver the FRs and/or BCC and the Operator disagree on the interpretation of the FRs and associated costs.	4	2	8	04/05/17	Project Managers and Cost Consultant to review, challenge and resolve issues. Ensure appropriate BCC staff have close liaison with the Operator through this process and make use of AfL provisions to manage budget pressures.	3	2	6	Project Director	18/07/18	Open



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31	Risk	O/M	Impact of Arena construction on local transport network. Risk to BCC reputation if site traffic / parking causes disruption to local residents and businesses. Note: a consequence of the loss of the Phase 2 site is now the requirement for the additional off-site construction yard/offices, and options are being reviewed.	4	2	8	28/03/15	Construction Traffic Management Plan to be produced during PCSA in consultation with BCC Transport Managers/RIF teams and BTQEZ team to minimise impact on network. A construction collaboration agreement will be entered into with UoB and their contractors to reduce the combined impact on highways of both construction projects. Necessary constraints and controls to be included within the Arena contract Works Information.	2	2	4	Project Director	18/07/18	Open
288	Risk	T/O	Works necessary to stabilise and remediate the River Avon cliff / wall sections are found to be more complex and therefore more costly than currently anticipated.	3	2	6	04/05/17	Workshops between Contractor / Design Team have been held during the PCSA stage to review the proposed substructure design. Designs have been worked up and a final design concept proposed. Ensure further design development and any specific site investigations to justify the design are undertaken early in any project resumption programme. BGCL have advised that they are confident of achieving additional savings above those outlined in the Buro Happold design note.	2	2	4	Project Director	18/07/18	Open
280	Risk	L	Programme is at risk if the period to discharge planning conditions and/or secure further consent through a Section 73 application is prolonged (for example by delays caused by Planning Authority (officers OR committee) or the project seeks significant changes to the originally consented scheme).	3	2	6	08/03/17	Maintain close liaison with planning officers - ensure updates are requested at regular intervals. Seek early confirmation of timescales and requirements for committee decisions. Involve planning consultants in all preparations. Ensure adequate time in the programme to produce sufficient and comprehensive documentation. Project Team to work closely with the Contractor to progress the discharge of any conditions that are not tied to VE. A preliminary meeting with planners/CSJ/contractor took place in September 17, with a follow on meeting in April 2018.	2	2	4	TBC	16/07/18	Open



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305	Risk	E/F	There is a risk that we lose the funding for off-site transport measures if our programme is not maintained.	3	2	6	25/01/2018	The Cabinet Report will include text which states that funding for these off-site measures will be underwritten by BCC Transport (as per email from Head of Strategic City Transport to Project Director).	2	2	4	Senior Project Manager	18/07/18	Open
317	Risk	T/O	<p>BCC sold the arena site compound to UoB as part of the Cattlemarket Road deal. To compensate for this, two sites have been identified as site compounds: The former pest control depot (if the car park proceeds at 1-9 Bath Road) and the Spring St depot (owned by BCC). Use of 1-9 Bath Road and Spring St has been costed by the contractor and included in the Target Cost.</p> <p>1. There is a Risk that the Council cannot secure the necessary compounds, incurring additional costs (either internally or via BGCL) and delays related to finding alternatives.</p> <p>2. There could be a Cost risk to BCC associated with the opportunity cost of providing site compounds that could be used for other purposes.</p>	2	3	6	22/05/18	These requirements have been captured in the Cabinet Report. Property should be asked to provide comment on the impacts of uses of these depots/sites within their cabinet report comments. This workstream should be progressed ASAP assuming PCSA resumption.	2	2	4	Project Director	14/08/18	Open
323	Risk	T/O	Impact to Arena construction programme and costs through University of Bristol Construction Works, with restricted working area's access.	3	2	6	11/06/18	Coordination with UoB Construction Works will be a requirement for BGCL to manage in the Works Information. The UoB Sale Agreement contains a requirement for both parties to agree a construction coordination agreement detailing the arrangements that will be put in place during the construction phase. The project will ensure early engagement with UOB Contractor(s) - Construction and Traffic Management Plans to be robust and followed.	2	2	4	BGCL	03/08/18	Open

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60	Risk	O/M	BCC's management of the NEC ECC Building Contract. There is a risk of increased costs / programme if:  1) BCC are unable to meet contractual response times; and / or  2) Compensation Events are incurred due to errors in contract administration.	2	3	6	04/06/16	Ensure BCC has a clear, robust and approved plan in place for managing the NEC ECC contract including internal escalation protocols, response times and limits of delegated powers. This will be recorded in the PEP. Contract administration is the responsibility of the NEC3 Project Manager (to be appointed) – BCC Client to closely monitor and manage BCC and Project Manager performance. Online NEC Contract Administration software to be supplied by the Contractor during the contract. This will provide immediate notification when response times are exceeded or incorrect processes are attempted. Appointment of a consultant team to provide commercial, cost and project/contract management services for administration of the NEC contract.	1	3	3	Project Director	25/07/18	Open
319	Risk	T/O	The implemented BGCL Remediation Strategy does not successfully prevent migration of historic contamination into River Avon, leaving BCC responsible for additional remediation costs.	2	3	6	30/05/18	BGCL have appointed Roundhay Environmental Consulting Ltd who have produced a Groundwater Quantitative Risk Assessment and Remediation Strategy for the site. Based on previous remediation activity the assessment of the risk of contamination migrating to river is low without mitigation, it is proposed that additional measures will be implemented to further reduce this risk including use of CFA piling to cause minimal ground disturbance and creation of a permeable barrier along the river edge consisting of ground injected oxygen release compound to enhance dissolved phase hydrocarbon degradation. The proposals will require approvals from BCC Contaminated Land Officer and the Environment Agency, who will assess the effectiveness of the proposals for mitigation against the risk of mobilised contamination entering the River Avon. BGCL have made an allowance in the Contractors Risk Contingency associated with Environment Agency consents around remediation.	1	3	3	Project Director	25/07/18	Open

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324	Risk	T/O	Approvals for A4 Slip Road use during Construction not secured and/or imposes access/egress constraints, which impacts construction programme and target cost setting.	2	3	6	11/06/18	Early meeting with BCC Highways team to discuss the proposed requirements and to agree TTRO arrangements.	1	3	3	BGCL	03/08/18	Open
291	Risk	T/O	Risk of increased costs relating to adhering to changes in counter-terrorism legislation.	3	2	6	31/05/17	Management - establish secure management systems and procedures to reduce/remove the risk of attack inside or outside the Arena. BCC to take forward with the Operator. Infrastructure - ensure earlier engagement with "blue lights" group is maintained and the design remains flexible to accommodate any future anti-terrorism requirements. For the avoidance of doubt, any security measures will NOT be affected by VE.	1	2	2	Project Director	18/07/18	Open
246	Risk	T/O	Unlawful access to the Arena site resulting in illegal occupancy and /or risk of injury/death.  Also access risk within the FAPA of persons gaining access to NR property.	3	2	6	06/05/16	BCC Property Services are responsible for the management and security of the site prior to BCC entering into a Building Contract with the Building Contractor. Security has been improved i.e. more robust locks and chains. However these need to be maintained – this is ongoing. Improved communication between Arena & Property Teams to resolve operational responsibility. A regime of patrols and liaison between security at the CMR site and the Arena site has been established. Combination padlock is being used in lieu of a key issuing protocol. Ongoing coordination between Homes England, BCC and NR required to maintain and update agreements regarding control of access to the site for the relevant projects. The site is now active as the construction of SPFB is underway. CCTV has been installed on Brock's Bridge by the contractor.	1	2	2	Project Director	25/07/18	Open

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259	Risk	T/O	Location for Tour Coaches and HGV parking during Arena Events has not been identified. The potential impacts are that HGV and Tour Coaches have nowhere to park and clog up surrounding streets and also that we are obliged to provide this as part of the AfL. In addition to this, planning conditions for Event & Travel management may not be discharged.	3	2	6	19/10/16	Tour Coach provision allowed for within Service Yard. Transport Co-ordinator will need to pick up the work stream to look at what happens if there are more coaches etc. than can currently be accommodated.  A suitable location for parking up to 10 HGVs will need to be looked at as part of the Transport Co-ordination work stream.  Coach operators should be represented on the Travel Plan Management Group which will be led by the Transport Co-ordinator.	1	1	1	Project Director	25/07/18	Open
320	Risk	E/F		1	5	5	04/06/18		1	5	5	Project Director	25/07/18	Open
304	Risk	T/O	Overbridge Agreement - A4 Southern Access. The risk is that BCC do not obtain the Overbridge Agreement from Network Rail at all.	1	5	5	25/01/2018	Seek maximum level of comfort from Network Rail prior to entering into the Building Contract. Clearance process has started with Network Rail.	1	3	3	Senior Project Manager	25/07/18	Open
34	Risk	O/M	Operator fails to get appropriate licence, and therefore cannot operate the Arena.	1	4	4	02/09/14	Discussions with planning and licencing team and appropriate considerations by design team. Operator and licensing team have met. Operator responsibility through Event Management Plan. To be taken forward with Operator as a work stream once project funding/Value Engineering issues have been resolved.	1	4	4	Project Director	25/07/18	Open
302	Risk	T/O	Risk that the District Heating pipe(s) underneath Brock's Bridge are corroded and will need repair/replacing whilst the Arena construction is underway resulting in delays and/or operational difficulties for the Contractor resulting in Compensation Events.	2	2	4	19/10/2017	Engage with the District Heating team to ensure a condition assessment is undertaken / remedial action is arranged ASAP to avoid delays to the Arena construction programme.	2	2	4	Project Director	25/07/18	Open

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314	Risk	S/C	Car Park at 1-9 Bath Road - inability for BCC to find a partner to provide rental streams to the project, as well as risk that these streams may not reach the target in the financial model.	2	2	4	01/05/18	Project Director to meet with GWR/NWR to reintroduce the project to them.	2	2	4	Project Director	25/07/18	Open
315	Risk	S/C	Contractor goes into liquidation during construction and BCC need to step in to complete the project with another contractor.	1	4	4	03/05/18	BGCL financial accounts published for 2017 indicated an improved financial position. BCC has a number of protections in the NEC ECC contract relating to bonds for performance, retention, and off site materials totalling £7m.	1	4	4	Project Director	25/07/18	Open
233	Risk	E/F	Potential cost risk to BCC if District Heating Supply unit cost is greater than market rates. BCC has agreed with the Operator to underwrite this.	2	2	4	30/03/16	Board have been made aware of this risk. BCC Energy Service to maintain a continuing review of their forecast capital and operational costs to ensure the commercial viability of their service within the accepted parameters. Energy Service to draft energy supply contracts and commercial supply terms ASAP for external testing. Legal are checking these contracts against the AfL (August 2017) Project Director chased up 02/10 and again on 25/06/18.	1	2	2	Project Director	25/07/18	Open
242	Risk	T/O	Risk that Building Control approval is delayed resulting in disruption of the production of design information. This could be due to: - resource levels within Building Control - uncoordinated support from Arena Project Team - lack of familiarity with technical aspects of the Arena building	2	2	4	19/04/16	Work closely with BCC BCO to work through the design information. Ensure that feedback is incorporated to enable Building Control sign off. Ensure Building Contractor is responsible for securing Building Regs approvals once we have entered into the Building contract. BGCL have allowed a sum in the Risk contingency for these delays.	1	2	2	Senior Project Manager	25/07/18	Open
272	Risk	S/C	Buckingham may require early placement of orders under the PCSA. Under the Pre-Construction Services Agreement, orders for works and materials <b>may</b> be placed, however, under the Pre-Construction Services Agreement the contractor is not obliged to maintain Professional Indemnity Insurance cover which will either expose BCC to risk or limit the extent to which BCC can undertake Enabling Works.	2	2	4	20/02/17	Works should only be ordered through the Pre-Construction Services Agreement if little or no design is involved, or the design risk is very low. Secure sufficient insurances to undertake the works.	1	2	2	Project Director	25/07/18	Open

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267	Risk	T/O	Risk of delay to Enabling Works during bird nesting season (March to September).  Note: susceptible works need to be undertaken after September 2018.	2	2	4	09/02/17	The A4 wall/concrete structure opening has been boarded up, it is not feasible to block other potential nesting locations (which are lower risk). BCC will retain the services of the Ecological consultant and suitable mitigation measures will be developed once the construction programme is more certain. Buckingham's PCSA scope of services will include the production of a Constraints Matrix which will pick up other environmental constraints.	1	2	2	Senior Project Manager	25/07/18	Open
290	Risk	S/C	There is a risk that the associated costs of adhering to the Project BIM requirements, namely BIM Level 2, will outweigh the benefits. This may be specifically relevant to the cost of supporting sub-contractors who do not have the BIM capabilities in-house to meet the BIM level 2 requirements.	2	2	4	26/05/17	BCC understand that the UK Government mandate that requires all publically funded projects to implement BIM at Level 2 from April 2016 only applies to centrally funded projects. BCC will therefore take a 'value for money' first approach when judging the extent of BIM adoption within the Bristol Arena project. The level of BIM usage will be determined throughout the PCSA phase and final agreed requirements will be written into the Employers Works Information and relevant sub contracts.	1	2	2	Project Director / Senior Project Manager	25/07/18	Open
284	Risk	T/O	People living temporarily on the tump at the time of construction are likely to be affected by tree removal works (e.g. access restrictions or eviction). Potential for delays if a protest is launched. Also potential reputational risk.	3	1	3	03/05/17	The design is seeking to minimise disruption to the tump. The project will follow the process within the Council's Rough Sleeping Encampments Strategy, which includes supporting those camping accessing support and temporary accommodation.	1	1	1	Senior Project Manager	03/08/18	Open
322	Risk	T/O	Risk of complaints to BCC - light and noise complaints during construction.	2	1	2	11/06/18	BGCL to minimise the risk by adhering to working hours, excepting specific circumstances agreed in advance with BCC Environmental pollution team. BGCL to maintain and implement adequate customer relations/complaints procedures should complaints of this nature arise (there are minimal residential properties neighbouring the site).	1	1	1	BGCL	25/07/18	Open

ID	Type	Category	Description	Likelihood	Impact	Priority	Date identified	Countermeasure or response	Likelihood	Impact	Priority	Owner / Actioner	Date of last update	Status
297	Risk	T/O	There is a risk that the St Philips construction programme may slip leading to impacts on the Arena construction programme. This may adversely affect access to working areas and co-ordination between these projects.	1	1	1	31/07/2017	Delays to the Arena programme have reduced the impact of any delays to the SPFB project. SPFB programme has unrealised float - a latest completion date is December 18.	1	1	1	Project Director	25/07/18	Open